



FY2013 Performance and Accountability Report

**Montgomery County
Department of Permitting Services**





Montgomery County Department of Permitting Services FY2013 Performance and Accountability Report









DPS Alignment to County Priority Objectives

Montgomery County Priority Objectives

- **A Responsive and Accountable Government**
- Affordable Housing in an Inclusive Community
- **An Effective and Efficient Transportation Network**
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- **Safe Streets and Secure Neighborhoods**
- **A Strong and Vibrant Economy**
- **Vital Living for All of Our Residents**

DPS Headline Performance Dashboard

<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY13 Results</u>	<u>Performance Change</u>
Average number of days it took to issue a permit - Additions: Residential permits	16.02	17.29	
Average number of days it took to issue a permit - Additions: Commercial permits	60.95	51.30	
Total: average number of days it took to issue a permit - New construction: Commercial permits	160.54	264.51	
DPS portion: average number of days it took to issue a permit – New construction: Commercial permits	79	88	
Average number of days it took to issue a permit - New construction: Residential permits	88.28	82.03	
Median number of minutes it took to issue a permit - Permits for commercial alterations obtained using the Department of Permitting Services' Fast Track process	146	119	

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DPS Headline Performance Dashboard (cont.)

Median number of minutes it took to issue a permit - Residential permits using the Department of Permitting Services' Fast Track process	58	61	
Percent of building permits issued that received a final inspection: Commercial permits	20.30%	25.15%	
Percent of building permits issued that received a final inspection: Commercial permits through the Department of Permitting Services' Fast Track process	44.77%	46.51%	
Percent of building permits issued that received a final inspection: Residential permits	40.97%	48.57%	
Percent of building permits issued that received a final inspection: Residential new construction single-family permits	28.81%	42.50%	
Percent of complaints that are resolved on the first inspection	69.18%	13.20%	
Response time on complaint investigations - Average number of days from the complaint being filed to final resolution of the complaint	7.31	11.3	
Response time on complaint investigations - Average number of days from the complaint being filed to first contact between a Permitting inspector and the customer	5.01	7.15	
Insurance Services Office / Building Code Effectiveness Grading Schedule Score which measures the quality of the County's building codes themselves and performance in enforcing them: Commercial structural, score within a range of 1 to 10 (1=best)	N/A*	N/A*	
Insurance Services Office/Building Code Effectiveness Grading Schedule Score which measures the quality of the County's building codes and performance in enforcing them: One- and two-family dwellings, score range of 1 to 10 (1=best)	N/A*	N/A*	

*The Insurance Services Office (ISO) Evaluation is conducted every 5 years. It was conducted in FY10 and will be conducted again in FY15.



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DPS At A Glance

What Department Does and for Whom

DPS Overall Function

The mission of the Department of Permitting Services is to provide safe and secure communities and to contribute to the economic vitality of the County by providing the highest quality of public service while ensuring compliance with Montgomery County's development and construction standards.

How Much / How Many

Size of Budget in Total: \$27,619,194

WYs: 197.60

Building Construction: Construction Safety

Promotes life safety in buildings and other structures. DPS provides more safe and secure structures for the more than 1 Million residents and nearly 40,000 businesses and their respective invitees by implementing the codes, reviewing design plans and inspecting the construction of the places where people live, work, and play.

Building Construction Budget: \$12,587,392;

WYs: 112.00

Processed 6,688 building permit applications; 75,214 plans reviews; 108,005 inspections, including 5,658 fire systems inspections for 26,014,412 sf of new, additions, tenant improvements, renovation and rehabilitation. Issued 4,068 electrical permits of which 697 were issued on-line. Conducted 922 design consultations (does not include walk-in design consultations)

Land Development: Environmental Protection and Safety

Reviews sediment control, stormwater management, flood plain and well and septic plans, issues permits and performs inspections for the protection of our floodplains, streams and waterways from degradation from development. Protects public safety and welfare through review, inspection and permitting of public rights of way.

Land Development Budget: \$7,231,798; WYs: 62.50

Processed 520 applications for sediment control permits for 48,378,097 sf of disturbed area; 97 applications for stormwater management; 345 well and septic applications; 3,456 right of way permit applications; performed 9,514 plan reviews and conducted 19,641 inspections. LD issued 244 Notices of Violations and 104 citations



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DPS At A Glance (cont.)

What Department Does and for Whom	How Much / How Many
<p><u>Customer Service: Facilitates Successful Service Delivery</u></p> <p>Provides the highest quality of customer service by helping residents, businesses, religious institutions, civic organizations and non-profits through the permitting process, through case management, green tape program, satisfaction surveys, customer outreach and managing streamlining initiative. Responds to information requests and customer service requests.</p>	<p>Customer Service Budget: \$1,013,812; WYs: 11.00</p> <p>68 case management projects</p> <p>4374 information requests</p> <p>337 zoning confirmation letters</p>
<p><u>Construction and Land Development Documents Review</u></p> <p>DPS protects the public safety and welfare through plans reviews to ensure adherence with all applicable federal, state and local laws and regulations.</p>	<p>WYs: 68 WYs</p> <p>84,728 plan reviews were conducted in FY2013.</p>
<p><u>Administration, Revenue Collection and Management</u></p> <p>DPS is an enterprise fund and is tasked with collecting fees for its operations, including lease payments, staffing, IT, vehicles, equipment, etc. in order to support service delivery. DPS also collects development revenues and fees that are provided to fund certain activities of other agencies including MNCPPC, DHCA and the Board of Appeals.</p>	<p>Administration Budget: \$6,786,192; WYs: 12.10</p> <p>Collected \$43,759,329 in permit fees and revenues</p> <p>Collected \$40.3 Million in development taxes and payments</p> <ul style="list-style-type: none">• \$27,901,753 Schools Impact Taxes• \$13,179,898 Transportation Impact Taxes• \$15,250 School Facilities Payment <p>Total = \$40,320,409</p>



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DPS At A Glance (cont.)

What Department Does and for Whom

Permits and Licenses

DPS contributes significantly to safe and secure neighborhoods and to the County's economic vitality through the issuance of permits and licenses to Applicants, Permit Runners, Homeowners, Builders, Business Owners, Vendors, Charitable events, Developers, Electricians, and Engineers. DPS also collects development taxes essential to construction of necessary infrastructure such as roads and schools.

How Much / How Many

WYs: 41

36,065 permits issued
2,634 licenses issued and renewed

Inspections and Investigations

DPS contributes to healthy and sustainable neighborhoods and the vital living for all of our residents through inspections of development activities and uses for compliance with County zoning, site plan and development laws through investigations of complaints and code enforcement.

WYs: 82

- 127,646 total inspections (108,005 Building Construction; 19,641 Land Development)
- 4,777 Complaint investigations
- 8,139 enforcement inspections
- Number of citations Issued: 195
- Citation revenues: \$59,740

Inquiries, Outreach, and Coordination

DPS responds to inquiries from the public and engages the community in dialogue regarding development and construction. DPS coordinates work with internal and external agencies as well as non-profit and civic associations.

Customer Service and Siebel handling

- 4 public "green card" (sediment control/water protection) classes
- 110 new codes training sessions for staff
- 25 new codes training sessions for the public
- 15 public outreach events
- 67,623 Siebel Service Requests

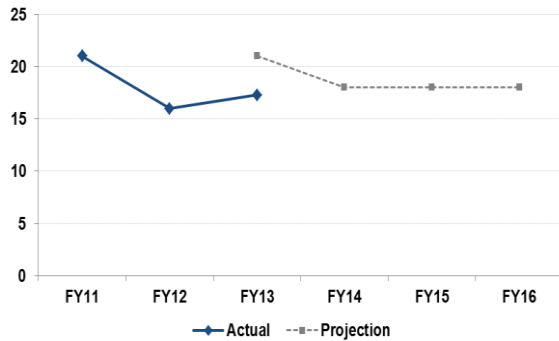


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Headline Performance Measure 1: Average number of days it took to issue a permit – Additions: Residential Permits

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	21	16	17.29			
Projection			21	18	18	18

Factors Contributing to Current Performance

- Overtime
- Staffing public counters with temps
- performance targets for DPS and MNCPPC
- Improved plan tracking practices
- Customer training to improve submissions
- Added Land Development to Fast Track

Factors Restricting Performance Improvement

- Volume of applications
- Additional reviews for new codes
- demands on staff for training, consultations, etc.
- Staffing vacancies and recruitment process
- Procurement time
- Customer bin time
- Inadequately prepared plans
- 4/10 work schedule
- Additional work demand due to multiple tracking systems
- Coordinate expedited permits with MNCPPC plan reviews

Performance Improvement Plan

- Fill vacancies
- Apply streamlining metrics
- Award contracts for plans reviews
- Elimination of MNCPPC Zoning review for certain SFD permits
- Electronic plans filing - To be launched as pilot for single family (new construction)
- Create and post list of most common design mistakes
- Streamline Historic Area Work Permit process
- Elimination of 4/10 alternate work schedule
- Design, develop and implement application/issuance of permits online and on-line payment
- Create Hansen updates into Siebel
- New Zoning and Site Plan Division

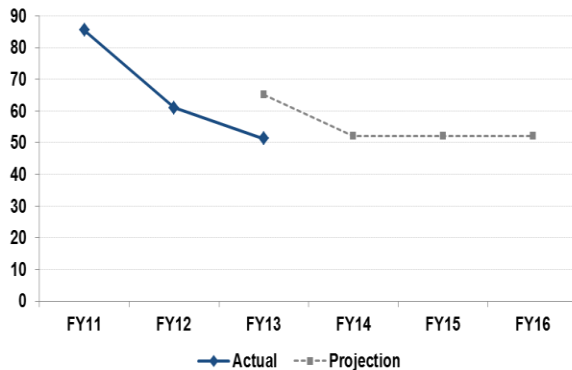


Montgomery County Department of Permitting Services FY2013 Performance and Accountability Report



Headline Performance Measure 2: Average number of days it took to issue a permit – Additions: Commercial Permits

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	85.43	60.95	51.30			
Projection			65	52	52	52

Factors Contributing to Current Performance

- New business process creating an intermediate track for commercial additions
- Overtime
- Staffing public counters with temps
- Managers performing reviews
- Plan review performance targets
- MNCPPC improved review time
- Case Management Program and Pre-Design Consultation meetings

Factors Restricting Performance Improvement

- Additional work demand for multiple tracking systems
- Staffing vacancies and recruitment process
- Demands on staff for training; consultations, etc.
- Procurement time
- Additional reviews for new codes
- Inadequately prepared plans
- Customer bin time
- 4/10 work schedule

Performance Improvement Plan

- Fill vacancies
- Apply streamlining metrics
- Award contracts for plans reviews
- Overtime
- Electronic plans filing - To be launched as pilot for single family (new construction)
- Create and post list of most common design mistakes
- Coordinate expedited permits with MNCPPC plan reviews
- Elimination of 4/10 Alternate Work Schedule
- Design, develop and implement application/issuance of permits online and on-line payment
- Create Hansen updates into Siebel
- New Zoning and Site Plan Division

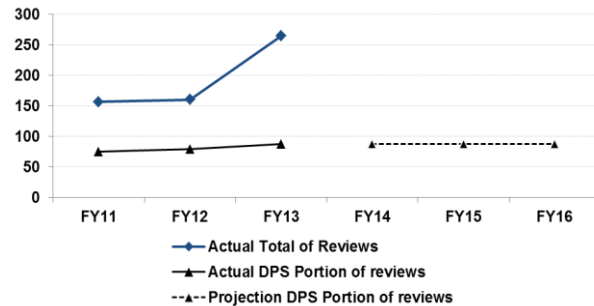


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Headline Performance Measure 3: Average number of days it took to issue a permit – New construction: Commercial Permits

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual Total	156.44	160.54	264.51**	Measure discontinued. Total included time not attributed to DPS performance.		
Actual DPS Portion of reviews	75*	79*	88*			
Projection Total			150	Measure discontinued. Total included time not attributed to DPS performance.		
Projection DPS Portion of reviews				88	88	88

*Average number of days to complete DPS reviews

** includes permits that were dormant for several years that recently reactivated

Factors Contributing to Current Performance

- Work volume
- Managers performing reviews
- Overtime
- Plan review performance targets
- Case Management Program and Pre-Design Consultation meetings
- Improved plan tracking
- Staffing public counters with temps

Factors Restricting Performance Improvement

- Customer bin time
- Work volume and complexity
- Staffing vacancies and recruitment process
- Demands on staff for training; consultations, etc.
- Procurement time
- Additional reviews for new codes
- Inadequately prepared plans
- 4/10 work schedule
- Employee extended absences
- Dormant projects
- Additional work demand for multiple tracking systems

Performance Improvement Plan

- Fill Vacancies
- Pending request for new plan reviewer
- Award contracts for plans reviews
- Apply streamlining metrics
- Overtime
- Electronic plans filing
- Create and post list of most common design mistakes
- Coordinate expedited permits with MNCPPC plan reviews
- Elimination of 4/10 Alternate Work Schedule
- Design, develop and implement application/issuance of permits online and on-line payment
- Restructure management direct reports
- New Zoning and Site Plan Division
- Create Hansen updates into Siebel

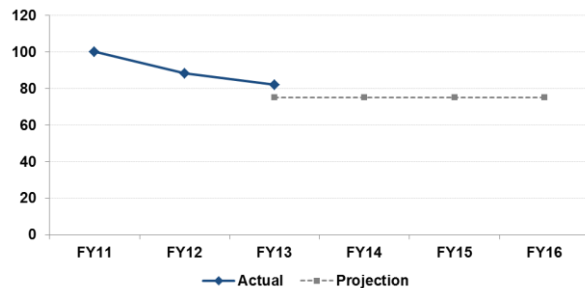


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Headline Performance Measure 4: Average number of days it took to issue a permit – New construction: Residential Permits

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	99.97	88.28	82.03			
Projection			75	75	75	75

Factors Contributing to Current Performance

- Overtime
- Staffing public counters with temps
- performance targets for DPS and MNCPPC
- Improved plan tracking practices
- Customer training to improve submissions
- Model House Program

Factors Restricting Performance Improvement

- Work volume
- vacancies and recruitment process
- Demands on staff for training; consultations, etc.
- Additional reviews for new codes
- 4/10 work schedule
- Inadequately prepared plans
- Customer bin time
- Procurement time
- Additional work demand for multiple tracking systems

Performance Improvement Plan

- Fill vacancies
- Apply streamlining metrics
- Award contracts for plans reviews
- overtime
- Elimination of MNCPPC Zoning review for certain SFD permits
- Displaying plan reviewer comments online
- Electronic plans filing
- Create and post list of most common design mistakes
- Streamline Historic Area Work Permit process
- Coordinate expedited permits with MNCPPC plan reviews
- Elimination of 4/10 alternate work schedule
- Design, develop and implement application/issuance of permits online and on-line payment
- Electronic plans filing - To be launched as pilot for single family (new construction)
- Create Hansen updates into Siebel
- New Zoning and Site Plan Division

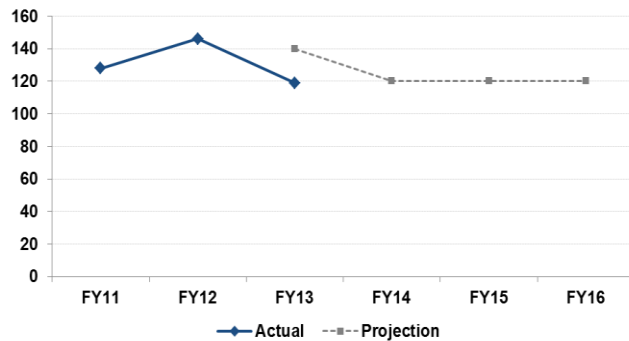


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Headline Performance Measure 5: Median number of minutes it took to issue a permit - Permits for commercial alterations obtained using the Department of Permitting Services' Fast Track process

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	128	146	119			
Projection			140	120	120	120

Factors Contributing to Current Performance

- Automated customer queuing system
- Improved customer handouts
- Plan review performance targets
- Improved plan tracking practices
- Add Land Development to Fast Track
- Staffing public counters with temps

Factors Restricting Performance Improvement

- Staffing vacancies and recruitment process
 - Work volume
 - Inadequately prepared plans
 - Demands on staff for training; consultations, etc.
 - 4/10 work schedule
- Additional work demand for multiple tracking systems

Performance Improvement Plan

- Fill vacancies
- Award contracts for plans reviews
- Create and post list of most common design mistakes
- Elimination of 4/10 Alternate Work Schedule
- Create Hansen updates into Siebel

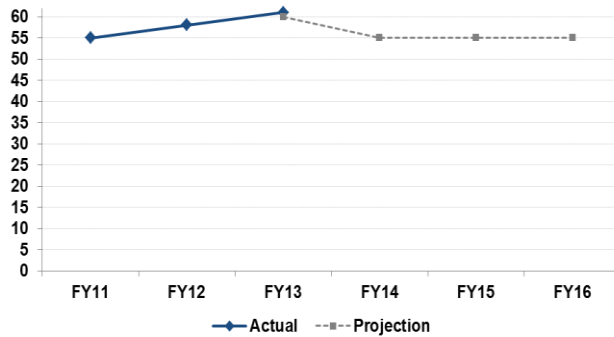


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Headline Performance Measure 6: Median number of minutes it took to issue a permit – Residential permits using the Department of Permitting Services' Fast Track process

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	55	58	61			
Projection			60	55	55	55

Factors Contributing to Current Performance

- Deck Details
- Staffing public counters with temps
- Fees paid by credit cards
- Automated queuing system
- Improved customer checklists
- Add Land Development to Fast Track

Factors Restricting Performance Improvement

- Staffing vacancies and recruitment process
- Work volume
- Inadequate plans submitted
- Demands on staff for training; consultations, etc.
- 4/10 work schedule
- Additional work demand for multiple tracking

Performance Improvement Plan

- Fill vacancies
- Award contracts for plans reviews
- Create and post list of most common design mistakes
- Elimination of 4/10 Alternate Work Schedule
- Electronic plans filing - To be launched as pilot for single family (new construction)
- Create Hansen updates into Siebel
- New Zoning and Site Plan Division

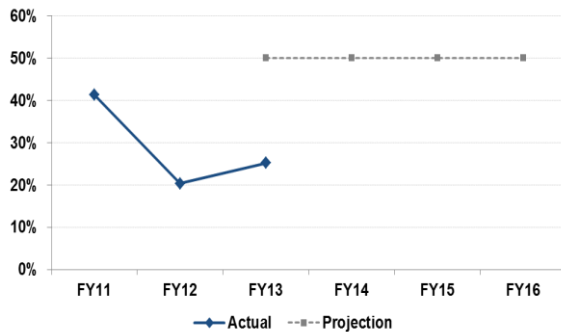


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Headline Performance Measure 7: Percent of building permits issued that received a final inspection: Commercial Permits

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	41.27%	20.30%	25.15%			
Projection			50%	50%	50%	50%

Factors Contributing to Current Performance

- Proactive final inspections
- Advanced final inspection customer notice
- Field supervisor positions filled
- Managers doing inspections
- Online and IVR inspection scheduling
- New occupants demand final
- Inspections can be scheduled 24 hours
- Combined inspections
- Volume of construction/development

Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- Unfilled vacancies and recruitment process
- Type of construction
- Delays in construction
- Legislation extending permit life
- 4/10 work schedule
- Additional work demand for multiple tracking systems

Performance Improvement Plan

- Fill vacancies
- Develop a systematic technical training program
- Strengthen field supervision for consistent inspection process
- Create Hansen updates into Siebel
- Elimination of 4/10 alternate work schedule
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested
- New Zoning and Site Plan Division

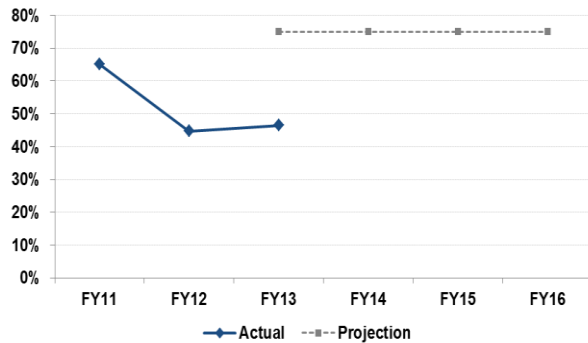


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Headline Performance Measure 8: Percent of building permits issued that received a final inspection: Commercial permits through the Department of Permitting Services' Fast Track process

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	65.06%	44.77%	46.51%			
Projection			75%	75%	75%	75%

Factors Contributing to Current Performance

- Proactive final inspections
- Advanced final inspection customer notice
- Field supervisor positions filled
- Managers doing inspections
- Online and IVR inspection scheduling
- New occupants demand final
- Inspections can be scheduled 24 hours
- Combined inspections
- Volume of construction/development

Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- Unfilled vacancies and recruitment process
- Type of construction
- Delays in construction
- Legislation extending permit life
- 4/10 work schedule
- Additional work demand for multiple

Performance Improvement Plan

- Fill vacancies
- Develop a systematic technical training program
- Strengthen field supervision for consistent inspection process
- Create Hansen updates into Siebel
- Elimination of 4/10 alternate work schedule
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested
- New Zoning and Site Plan Division

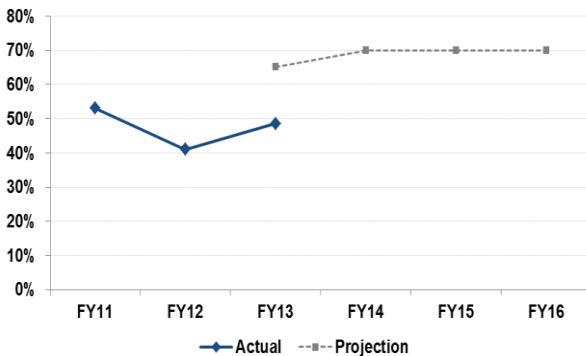


Montgomery County Department of Permitting Services FY2013 Performance and Accountability Report



Headline Performance Measure 9: Percent of building permits issued that received a final inspection: Residential Permits

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	53.04%	40.97%	48.57%			
Projection			65%	70%	70%	70%

Factors Contributing to Current Performance

- Proactive final inspections
- Advanced final inspection customer notice
- Managers conducting inspections
- Field supervisor positions filled
- Online and IVR inspection scheduling
- New occupants demand final
- Inspections can be scheduled 24 hours
- Combined inspections
- Volume of construction/development

Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- Unfilled vacancies and recruitment process
- Type of construction
- Additional work demand for multiple tracking systems
- Delays in construction
- Legislation extending permit life
- 4/10 work schedule
- Additional work demand for multiple tracking

Performance Improvement Plan

- Coordinate housing maintenance standards with DHCA
- Fill vacancies
- Develop a systematic technical training program
- Strengthen field supervision for consistent inspection process
- Create Hansen updates into Siebel
- Elimination of 4/10 alternate work schedule
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested

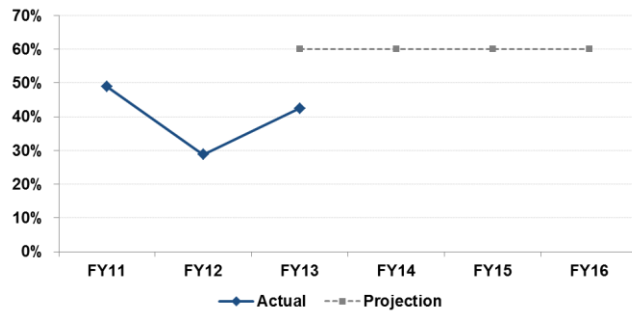


Montgomery County Department of Permitting Services FY2013 Performance and Accountability Report



Headline Performance Measure 10: Percent of building permits issued that received a final inspection: Residential new construction single-family permits

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	48.89%	28.81%	42.50%			
Projection			60%	60%	60%	60%

Factors Contributing to Current Performance

- Proactive final inspections
- Advanced final inspection customer notice
- Managers conducting inspections
- Field supervisor positions filled
- Online and IVR inspection scheduling
- New occupants demand final
- Inspections can be scheduled 24 hours
- Combined inspections
- Volume of construction/development

Factors Restricting Performance Improvement

- Expired and abandoned permits
- Transitioning to proactive final inspections
- Inspector workload
- Unfilled vacancies and recruitment process
- Type of construction
- Delays in construction
- Legislation extending permit life
- 4/10 work schedule
- Additional work demand for multiple tracking

Performance Improvement Plan

- Fill vacancies
- Develop a systematic technical training program
- Strengthen field supervision for consistent inspection process
- Create Hansen updates into Siebel
- Elimination of 4/10 alternate work schedule
- Revise business processes to automatically schedule a building expiration inspection whether a final inspection was requested

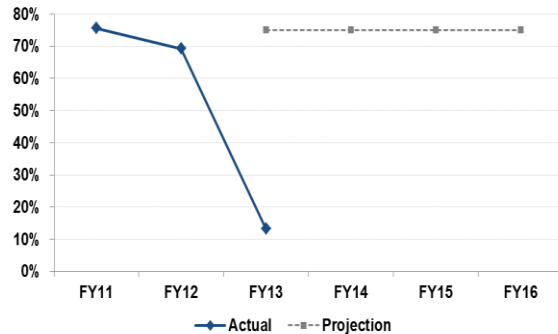


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Headline Performance Measure 11: Percent of complaints that are resolved on the first inspection

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	75.59%	69.18%	13.20%			
Projection			75%	75%	75%	75%

Factors Contributing to Current Performance

- No violation found
- Complaint is redirected to appropriate dept.
- Violation can be corrected immediately
- Caller's complaint is not screened properly
- Training
- Interagency coordination
- Changes in codes
- Performance has not materially changed; the data entry has changed due to a software upgrade

Factors Restricting Performance Improvement

- Violator not present
- Final resolution requires judicial process
- Compliance requires permit issued
- More visits required to observe violation
- Compliance circumstances requires time
- Vacant inspector positions

Performance Improvement Plan

- Improve education and public outreach to the public
- Filling vacant Community Outreach Manager and inspector vacancy
- Cross train inspectors and investigators
- Create a new division for Zoning and Site Plan Enforcement
- Eliminate 4/10
- Need to train staff on updated software and correct field for reporting
- New Zoning and Site Plan Division

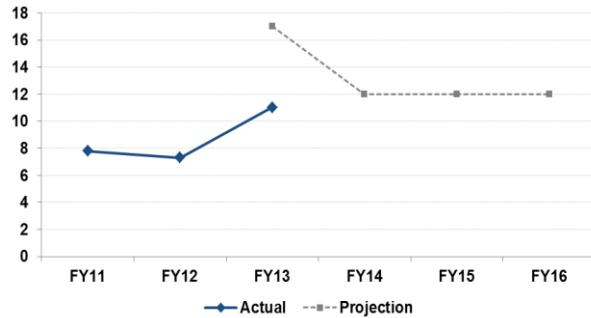


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Headline Performance Measure 12: Response time on complaint investigations – Average number of days from the complaint being filed to final resolution of complaint

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	7.79	7.31	11.3			
Projection			17	12	12	12

Factors Contributing to Current Performance

- Experienced inspectors and investigators
- Cooperative property owners/permittees
- Coordination with County Attorney
- Training
- New codes

Factors Restricting Performance Improvement

- Judicial process
- Violations that require many site visits
- Violator difficult to locate
- Coordination with County Attorney and other agencies
- Correcting violation is costly
- Need for permit
- 4/10 work schedule
- Volume of work
- Staffing vacancies and recruitment process

Performance Improvement Plan

- Improve education and public outreach to the public
- Filling vacant Community Outreach Manager and inspector vacancy
- Cross train inspectors and investigators
- Create a new division for Zoning and Site Plan Enforcement
- Eliminate 4/10 work schedule
- New Zoning and Site Plan Division

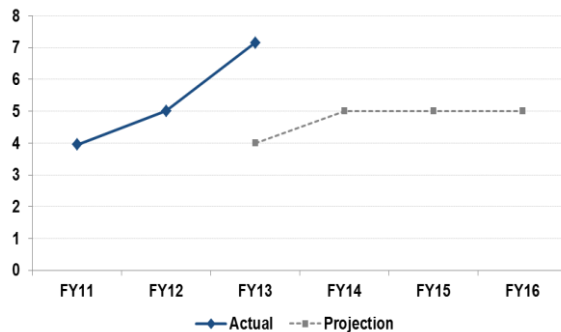


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Headline Performance Measure 13: Response time on complaint investigations – Average number of days from the complaint being filed to first contact between a Permitting inspector and the customer

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	3.95	5.01	7.15			
Projection			4	5	5	5

Factors Contributing to Current Performance

- Inspectors have Lap top computers and cell phones
- Performance targets established
- Regular meetings with manager
- overtime

Factors Restricting Performance Improvement

- Staffing vacancies and recruitment process
- Volume of work
- Complaints incorrectly assigned in Siebel
- Violations only occur on specific days/times
- 4/10 work schedule
- Additional work demand for multiple tracking systems

Performance Improvement Plan

- Improve education and public outreach to the public
- Filling vacant Community Outreach Manager and inspector vacancy
- Cross train inspectors and investigators
- Create a new Division for Zoning and Site Plan Enforcement
- Eliminate 4/10 work schedule
- Fill vacancies
- Transfer a vacant inspector position to support complaint handling

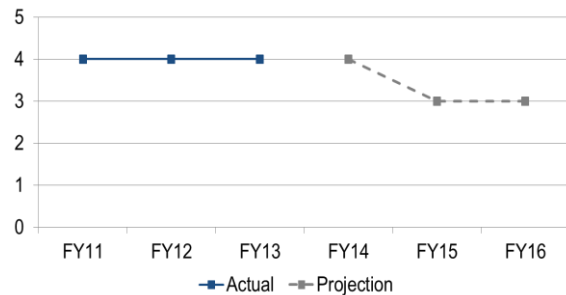


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Headline Performance Measure 14: Insurance Services Office/Building Code Effectiveness Grading Schedule Score which measures the quality of the County's building codes themselves and performance in enforcing them: Commercial Structural, score within a range of 1 to 10 (1=best)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	4	4	4			
Projection				4	3	3

*The ISO Evaluation, last performed in **FY10** when the County received a score of 4, is only performed every five years.

Factors Contributing to Current Performance

- Inspections/inspector
- Plans review/reviewer
- Checklists for plans review
- Checklists for inspections
- Training

Factors Restricting Performance Improvement

- Work volume/inspector
- Work volume/reviewer
- New codes implementation
- Training

Performance Improvement Plan

- Develop a plan for granting the County a 3 or better ISO rating for both residential and commercial categories when reassessment occurs in 2015.
- Electronic plans filing and reviews
- Fill vacancies

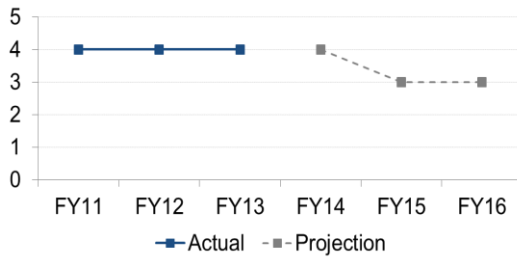


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Headline Performance Measure 15: Insurance Services Office/Building Code Effectiveness Grading Schedule Score which measures the quality of the County's building codes and performance in enforcing them: One-and-two-family dwellings, score range of 1 to 10 (1=best)

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	4	4	4			
Projection				4	3	3

*The ISO Evaluation, last performed in **FY10** when the County received a score of 4, is only performed every five years.

Factors Contributing to Current Performance

- Inspections/inspector
- Plans review/reviewer
- Checklists for plans review
- Checklists for inspections
- Training

Factors Restricting Performance Improvement

- Work volume/inspector
- Work volume/reviewer
- New codes implementation
- Training

Performance Improvement Plan

- Develop a plan for granting the County a 3 or better ISO rating for both residential and commercial categories when reassessment occurs in 2015.
- Electronic plans filing and reviews
- Fill vacancies



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Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified eight overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

- a) *34% increase in average overtime hours used by all full-time, non-seasonal employees.
(Source: CountyStat)*
- b) *1.3% decrease in average Net Annual Work hours for all full-time, non-seasonal employees.
(Source: CountyStat)*

2) Internal Controls and Risk Management:

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

- a) *0% of 5 Audit report recommendations were fully implemented since issuance of the audit report
(Source: Internal Audit will provide to CountyStat) DPS has implemented*
 - i. *Safes*
 - ii. *Drop box modifications*
- b) *75% decrease in work-related injuries (16 in FY12 to 4 in FY13)*



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3) **Succession Planning:**

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) *List all the key positions/functions in your department that require succession planning*

Land Development	Permitting Services Inspector
	Permitting Services Specialist
Building Construction	Permitting Services specialist
	Permitting Services Inspectors
Office of the Director	Management and Budget Specialist
	Administrative Specialist - financial
	Administrative Specialist - personnel and contracts
	Manager III- IT
	Senior IT specialist
	MLSII - Building Construction
	MLSIII-Residential Building Construction
	MLSIII-Commercial Building Construction
	MLSIII-Fire Protection Systems
	MLSIII - Permit Technicians
	MLSII - Land Development
	MLSIII - Right-of-Way
	MLSIII - Water Resources
	MLSIII - Well and Septic
	MLSII - Customer Service
	MLS III- Inspections
	MLSIII site plan
Land Development	Environmental Health Specialist III

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3b) 55% of those identified key position/functions have developed and implemented long-term succession planning (Source: Department)

DPS recognizes the importance of continuity of operations. The need for succession planning is highlighted by recent retirement programs to address budget constraints and the fact that approximately 45% of the DPS workforce has more than 20 years with the County. DPS has multiple strategies to plan for workforce changes. These strategies include:

- Establish, document and maintain standard operating procedures for business processes. Documenting business processes is important both for succession and to enable the Department to move to electronic plans submissions and reviews and on-line permit applications. DPS has SOPs for many of its business processes and is updating current procedures for identified business processes.
- DPS conducts regular training of plans reviewers, inspectors and permit technicians to ensure knowledge of current codes, changes to codes and familiarity with technology.
- DPS has restored training to its budget
- DPS has filled and is in the process of filling several vacancies and regularly trains new inspectors. The use of Field Supervisors helps with succession planning as it affords hands-on training and development of new and existing inspectors.
- DPS, Building Construction Division actively participates in job fairs at the University of Maryland to help attract potential applicants to DPS.
- DPS has worked with MCGEO and executed a memorandum of understanding identifying established guidelines for training and certification requirements for job classifications and to progress from one level of job classification to the next tier within the job class. These established guidelines ensure that staff has minimum required knowledge base and help incentivize and ensure progression and training within job classes which contributes to stability of business procedures.
- DPS has established regulations and forms that are used in carrying out its business processes which helps ensure proper succession with changes in staffing.
- DPS conducts quarterly training for MC311 staff to ensure that customer service representatives have current information and existing knowledge is reinforced.
- DPS will use knowledge transfer contracts and the pace program where feasible to assist with workforce transition.

4) Mandatory Employee Training:

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

84% completed LEP; 21% completed Preventing Workplace Harassment in last 3 years; 19% of the managers completed the EEO/Diversity Management. 100% of all Environmental Health Specialists have completed their training required by the Maryland State Board of Environmental Health Specialists.



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5) **Workforce Diversity and MFD Procurement:**

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

*Workforce Diversity: refer to or attach summary yearly report prepared by OHR
(Source: ERP, Personnel Management Review Assignment Dashboard)*

	African Amer	Native Amer	White	Asian	Hispanic	Other
DPS	17%	1%	65%	7%	7%	4%

*MFD Procurement: refer to or attach summary yearly report prepared by DGS
(Source: Department provides and CountyStat validates) ([Link](#) to report)*

Historically, DPS has undertaken very little outside contracting. It is currently engaged in multiple solicitations.

6) **Innovations:**

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program.

- DPS upgraded to Hansen 8 which allows for e-permits and electronic payments for launching in FY2013.
- DPS developed and launched several other IT improvements including plan tracking for fire system licensing; plan tracking and permit issuance for the Residential Use & Occupancy program in the DPS Permit System; Hansen programming and notification system to ensure closure/final for residential building permits; Hansen inspections change to accommodate deferred collection of development impact taxes pursuant to Bill 26-11.
- DPS IT developed a streamlined Field Inspection web application with the ability to create/edit/record inspection results in the field for launch in FY13.
- DPS launched a new website which organized all on-line services for easy accessibility including on-line complaints, complaint or permit status checks, permit information, property information search and information requests.
- DPS is currently developing electronic plans submission software.
- DPS moved all inspectors from 2-way radio phone systems to iPhones which has facilitated photo imaging and transfer to managers and home office for uploading as well as use of navigation, Google Earth and other on-line tools for improved inspections and case investigations.
- DPS developed new business process for collection of Development Impact Taxes to implement Bill 26-11.
- DPS is implementing improvements to financial instrument handling and processing.

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- DPS developed e-copy for approved plans submittal for right-of-way and sediment control to reduce paper, improve efficiency and reduce costs. This program has resulted in improved coordination between managers and inspectors due to immediate availability of electronic copies of plans (rather than waiting weeks for scanning); the reduced volume of large multi-page plans has resulted in cost savings to permittees and reduced demand for paper. Over time, the Department will realize cost savings as the e-copy plans do not require scanning by the Department. This is a pre-cursor to electronic plans filing and review which will afford improved tracking, concurrent reviews and result in considerable savings due to reduced paper and time savings.
- To achieve better completion and closeout of residential building permits, DPS created a new mandatory 12-month inspection in permit tracking for open residential permits.
- DPS launched e-permits for electrical permits.

7) Collaborations and Partnerships:

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

a) Total \$\$ saved by through collaborations and partnerships with other departments

b) List your accomplishments and/or expected results (Source: Department)

- Launched and is engaged in Streamlining Development Initiative to identify cross-agency process simplification and improvements. To date multiple improvements have been made resulting in an estimated 9-12 months' time savings and financial savings for entitlements.
- Amended MOU with Montgomery County Planning Board for continued DPS site plan enforcement.
- DPS, with cooperation and support of DFRS, seamlessly launched transfer of fire safety systems inspections for new construction to DPS resulting in next day inspections and in a time savings of up to six weeks for each permittee. These changes to date have resulted in an aggregate upfront cost savings for all permittees of approximately \$1,000,000 and improved economic return for businesses and the county as businesses can open and generate revenues more quickly.
- DPS and MNCPPC agreed that MNCPPC no longer requires the Forest Conservation pre-construction meeting prior to issuance of Building Permit which is a time savings of approximately 2 weeks to issue a permit.
- To improve interagency coordination of fast-track projects DPS created a weekly report of DPS expedited/green tape applications which is now provided weekly to DPS Land Development, MNCPPC and WSSC.
- DPS water resources and right-of-way plans reviewers and Site Plan Enforcement staff participate in Project Dox electronic plans review as part of the Development Review process.
- DPS and DHCA are reviewing a draft MOU to transfer certain code inspections requirements and to identify areas where each can be cross-authorized to carry out certain inspections to make more efficient use of resources and more effectively enforce community standards. The MOU is expected to be implemented in FY2014.
- DPS has trained Department of Corrections to assist with weekend crews clean-up of illegal right-of-way signs.



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8) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) *16% decrease in print and mail expenditures (Source: CountyStat)*

b) *18% decrease in paper purchases (measured in total sheets of paper) (Source: CountyStat)*

c) *List your accomplishments and/or expected results (Source: Department)*

- DPS Land Development conducted 19,641 inspections in FY2013 and issued 345 notices of violation and citations.
- DPS Land Development performed plans reviews of 9,514 floodplain, right of way and sediment control and stormwater management and special protection area plans.
- DPS Land Development conducted quarterly sediment control training for permittees to ensure better compliance with environmental protection laws and practices.
- In cooperation with the County Attorney's Office and the Department of Environmental Protection, DPS prepared extensive revisions to Montgomery County Code Chapter 19 to implement significant changes to Maryland Department of the Environment Regulations and to help meet requirements of MS4 permit.
- DPS actively participated in the adoption of tree protection bills.
- DPS retained sediment control program delegation.
- DPS participates on the following committees which review existing and new technologies for appropriate stormwater management, water quality and sediment control, including Stormwater Concept Meetings, New Products Committee, Best Management Practices Committee, Quarterly Engineers Meeting, Policy and Design Committee, the SWM in ROW Committee and the Development Review Committees.
- In addition to product development committees, DPS participates in and/or provides staff support to the Rural and Rustic Roads Committee, Forest Conservation Advisory Committee and the Committee on Common Ownership Communities to promote knowledge and proper application of environmental protection laws.
- DPS requires e-copy which results in 50% reduction of paper for submission of approved plans in connection with permit and approval issuance for right-of-way permits; sediment control permits and stormwater management approvals.
- DPS participates in ProjectDox as part of the development review committee which results in a significant reduction of paper.
- DPS launched an on-line permit application and on-line payment with the launching of Hansen 8. The first business process was electrical permits which launched in FY13 and has resulted in significant paper reduction for customers and emissions reduction as business is conducted at applicant's computer rather than at DPS. DPS recently launched epermit for residential decks as well. DPS estimates annual savings of 13,940 vehicle miles, 929 gallons of gas, 558 hours of driving, 676 lbs of carbon monoxide, 89 lbs of hydrocarbons, 1,394 fewer vehicle trips and elimination of an estimated 4000 sheets of paper/year from the permit process.
- DPS' electronic plans submission is in development. First modules will be residential and right-of-way permits. This process will yield significant environmental savings with reduced vehicle trips and reduction of paper consumption.
- DPS uses conference calls as feasible and PowerPoint presentations in lieu of paper presentations and has acquired smart boards to increase use of and reliance on electronic presentations.